Psychology Faculty Publications

Psychology

7-2021

The Personality Profile and Leadership Style of Canadian Prime Minister Justin Trudeau

Juliana Khoury
St. Francis Xavier University

Aubrey Immelman
St. John's University / College of St. Benedict, aimmelman@csbsju.edu

Recommended Citation

Khoury, J. M. B., & Immelman, A. (2021, July). *The personality profile and leadership style of Canadian prime minister Justin Trudeau*. Paper presented at the 44th Annual Meeting of the International Society of Political Psychology, July 11-13, 2021 (virtual conference). https://digitalcommons.csbsju.edu/psychology_pubs/133/

THE PERSONALITY PROFILE AND LEADERSHIP STYLE

OF CANADIAN PRIME MINISTER JUSTIN TRUDEAU

Juliana M. B. Khoury and Aubrey Immelman

Department of Psychology
St. Francis Xavier University
Antigonish, NS, Canada
Email: x2016pru@stfx.ca

Department of Psychology
St. John's University | College of St. Benedict
St. Joseph, MN 56374, USA
Email: aimmelman@csbsju.edu

Unit for the Study of Personality in Politics
http://personality-politics.org/

Abstract

The Personality Profile and Leadership Style of Canadian Prime Minister Justin Trudeau

Juliana M. B. Khoury and Aubrey Immelman
St. Francis Xavier University and St. John's University/College of St. Benedict
Unit for the Study of Personality in Politics

This paper presents the results of an indirect assessment of the personality of Canadian prime minister Justin Trudeau from the conceptual perspective of personologist Theodore Millon.

Psychodiagnostically relevant data about Trudeau were collected from biographical sources and media reports and synthesized into a personality profile using the Millon Inventory of Diagnostic Criteria (MIDC), which yields 34 normal and maladaptive personality classifications congruent with *DSM-III-R*, *DSM-IV*, and *DSM-5*.

The personality profile yielded by the MIDC was analyzed on the basis of interpretive guidelines provided in the MIDC and Millon Index of Personality Styles manuals. Trudeau's primary personality pattern was found to be Outgoing/gregarious, with a secondary Ambitious/confident pattern, and subsidiary features of the Dauntless/adventurous, Dominant/asserting, Accommodating/cooperative, and Conscientious/respectful patterns.

Outgoing leaders are characteristically sociable, with a warm, likeable personal style. Though image-conscious and needing validation, they are confident about their social skills and their ability to charm and influence others. They tend to be easily bored by routine, are prone to shifting moods, and may be viewed as inconsistent or undependable. *Ambitious* leaders are characteristically competitive, self-confident, audacious, bold, and clever. They are charming and skilled at winning others over to their causes and purposes, fully expect others to recognize their special qualities, and may lack social reciprocity or exhibit a sense of entitlement.

Of lesser consequence in Trudeau's overall personality configuration, *Dauntless* leaders tend to flout tradition, dislike following routine, and may sometimes act impulsively and irresponsibly; *Dominant* leaders enjoy the power to direct others and to evoke obedience and respect, often making effective leaders; *Accommodating* leaders tend to be considerate, cordial, and cooperative and are willing to reconcile differences and to concede when necessary; and *Conscientious* leaders are dutiful and diligent, have a strong work ethic and careful attention to detail, strive to uphold rules and regulations, and are loyal to their families and causes.

The prominence of the Outgoing (extraverted) pattern, in conjunction with a distinctive Ambitious (adaptively narcissistic) pattern in his overall personality configuration, is indicative of the *energetic extravert* subtype. These leaders are optimistic, cheerful, and radiate charm and vigor.

Leaders with Trudeau's personality profile are likely to exhibit a *charismatic* leadership style with a flair for the dramatic and a *collegial* problem-solving approach with a focus on reconciling differences diplomatically through consensus building.

Introduction

This paper reports the results of a psychodiagnostic case study of Justin Pierre James Trudeau, prime minister of Canada. Trudeau, the eldest son of former prime minister Pierre Elliott Trudeau, first became a member of parliament (MP) in 2008 and has served as an MP since then. He became leader of the Liberal Party of Canada in 2013 and led his party to victory in the 2015 election, becoming the 23rd prime minister of Canada. The Liberal Party's jump from 36 to 184 seats marked the largest increase in seats by a party in a Canadian election. While the Liberals were relegated to minority government status after the 2019 federal election, they nevertheless maintained power, with Trudeau continuing in his role as prime minister. Prior to entering politics, Trudeau was a high school teacher.

Conceptually, the study is informed by Theodore Millon's (1969, 1986a, 1986b, 1990, 1991, 1994, 1996, 2003; Millon & Davis, 2000; Millon & Everly, 1985) model of personality as adapted (Immelman, 1993, 1998, 2002, 2003, 2005) for the study of personality in politics.

We employ the terms *personality* and *politics* in Fred Greenstein's (1992) narrowly construed sense. Politics, by this definition, "refers to the politics most often studied by political scientists — that of civil government and of the extra-governmental processes that more or less directly impinge upon government, such as political parties" and campaigns. Personality, as narrowly construed in political psychology, "excludes political attitudes and opinions … and applies only to nonpolitical personal differences" (p. 107).

Personality may be concisely defined as:

> a complex pattern of deeply embedded psychological characteristics that are largely nonconscious and not easily altered, expressing themselves automatically in almost every facet of functioning. Intrinsic and pervasive, these traits emerge from a complicated matrix of biological dispositions and experiential learnings, and ultimately comprise the individual's distinctive pattern of perceiving, feeling, thinking, coping, and behaving. (Millon, 1996, p. 4)

Greenstein (1992) makes a compelling case for studying personality in government and politics: "Political institutions and processes operate through human agency. It would be remarkable if they were *not* influenced by the properties that distinguish one individual from another" (p. 124).

That perspective provides the context for the current paper, which presents an analysis of the personality of Justin Trudeau and examines the political implications of his personality profile with respect to leadership style and executive performance.

The methodology employed in this study involves the construction of a theoretically grounded personality profile derived from empirical analysis of biographical source materials (see Immelman, 2003, 2005, 2014).

A comprehensive review of Millon's personological model and its applicability to political personality has been provided elsewhere (e.g., Immelman, 1993, 2003, 2005; Immelman & Millon,

2003). Briefly, Millon's model encompasses eight attribute domains: expressive behavior, interpersonal conduct, cognitive style, mood/temperament, self-image, regulatory mechanisms, object representations, and morphologic organization (see Table 1).

Table 1
Millon's Eight Attribute Domains

Attribute	Description
Expressive behavior	The individual's characteristic behavior; how the individual typically appears to others; what the individual knowingly or unknowingly reveals about him- or herself; what the individual wishes others to think or to know about him or her.
Interpersonal conduct	How the individual typically interacts with others; the attitudes that underlie, prompt, and give shape to these actions; the methods by which the individual engages others to meet his or her needs; how the individual copes with social tensions and conflicts.
Cognitive style	How the individual focuses and allocates attention, encodes and processes information, organizes thoughts, makes attributions, and communicates reactions and ideas to others.
Mood/temperament	How the individual typically displays emotion; the predominant character of an individual's affect and the intensity and frequency with which he or she expresses it.
Self-image	The individual's perception of self-as-object or the manner in which the individual overtly describes him- or herself.
Regulatory mechanisms	The individual's characteristic mechanisms of self-protection, need gratification, and conflict resolution.
Object representations	The inner imprint left by the individual's significant early experiences with others; the structural residue of significant past experiences, composed of memories, attitudes, and affects that underlie the individual's perceptions of and reactions to ongoing events and serve as a substrate of dispositions for perceiving and reacting to life's ongoing events.
Morphologic organization	The overall architecture that serves as a framework for the individual's psychic interior; the structural strength, interior congruity, and functional efficacy of the personality system (i.e., ego strength).

Note. From *Disorders of Personality: DSM-IV and Beyond* (pp. 141–146) by T. Millon, 1996, New York: Wiley; *Toward a New Personology: An Evolutionary Model* (chapter 5) by T. Millon, 1990, New York: Wiley; and *Personality and Its Disorders: A Biosocial Learning Approach* (p. 32) by T. Millon and G. S. Everly, Jr., 1985, New York: Wiley. Copyright © 1996, © 1990, © 1985 by John Wiley & Sons, Inc. Adapted by permission of John Wiley & Sons, Inc. and Theodore Millon.

Method

Materials

The materials consisted of biographical sources and the personality inventory employed to systematize and synthesize diagnostically relevant information collected from the literature on Justin Trudeau.

Sources of Data

Diagnostic information pertaining to Trudeau was collected from his 2014 memoir, *Common Ground*, and a broad array of approximately 500 media reports that offered useful, diagnostically relevant psychobiographical information.

Personality Inventory

The assessment instrument, the Millon Inventory of Diagnostic Criteria (MIDC; Immelman, 2015), was compiled and adapted from Millon's (1969, 1986b; 1990, 1996; Millon & Everly, 1985) prototypal features and diagnostic criteria for normal personality styles and their pathological variants. Information concerning the construction, administration, scoring, and interpretation of the MIDC is provided in the Millon Inventory of Diagnostic Criteria manual (Immelman, 2014).[1] The 12-scale (see Table 2) instrument taps the first five "noninferential" (Millon, 1990, p. 157) attribute domains previously listed in Table 1.

The 12 MIDC scales correspond to major personality patterns posited by Millon (1994, 1996), which are congruent with the syndromes described in the revised third edition, fourth edition, and fifth edition of the *Diagnostic and Statistical Manual of Mental Disorders* (*DSM-III-R*, *DSM-IV*, and *DSM-5*) of the American Psychiatric Association (APA; 1987, 1994, 2013) and coordinated with the normal personality styles in which these disorders are rooted, as described by Millon and Everly (1985), Millon (1994), Oldham and Morris (1995), and Strack (1997). Scales 1 through 8 (comprising 10 scales and subscales) have three gradations (a, b, c) yielding 30 personality variants, whereas Scales 9 and 0 have two gradations (d, e) yielding four variants, for a total of 34 personality designations, or types. Table 2 displays the full taxonomy.

Diagnostic Procedure

The diagnostic procedure, termed *psychodiagnostic meta-analysis*, can be conceptualized as a three-part process: first, an *analysis* phase (data collection) during which source materials are reviewed and analyzed to extract and code diagnostically relevant content; second, a *synthesis* phase (scoring and interpretation) during which the unifying framework provided by the MIDC prototypal features, keyed for attribute domain and personality pattern, is employed to classify the diagnostically relevant information extracted in phase 1; and finally, an *evaluation* phase (inference) during which theoretically grounded descriptions, explanations, inferences, and

---

[1] Inventory and manual available to eligible professionals upon request.

predictions are extrapolated from Millon's theory of personality based on the personality profile constructed in phase 2 (see Immelman, 2003, 2005, 2014 for a more detailed account of the procedure).

Table 2
Millon Inventory of Diagnostic Criteria: Scales and Gradations

Scale 1A: Dominant pattern
    a. Asserting
    b. Controlling
    c. Aggressive (Sadistic; *DSM-III-R*, Appendix A)
Scale 1B: Dauntless pattern
    a. Adventurous
    b. Dissenting
    c. Aggrandizing (Antisocial; *DSM-5*, 301.7)
Scale 2: Ambitious pattern
    a. Confident
    b. Self-serving
    c. Exploitative (Narcissistic; *DSM-5*, 301.81)
Scale 3: Outgoing pattern
    a. Congenial
    b. Gregarious
    c. Impulsive (Histrionic; *DSM-5*, 301.50)
Scale 4: Accommodating pattern
    a. Cooperative
    b. Agreeable
    c. Submissive (Dependent; *DSM-5*, 301.6)
Scale 5A: Aggrieved pattern
    a. Unpresuming
    b. Self-denying
    c. Self-defeating (*DSM-III-R*, Appendix A)
Scale 5B: Contentious pattern
    a. Resolute
    b. Oppositional
    c. Negativistic (Passive-aggressive; *DSM-III-R*, 301.84)
Scale 6: Conscientious pattern
    a. Respectful
    b. Dutiful
    c. Compulsive (Obsessive-compulsive; *DSM-5*, 301.4)
Scale 7: Reticent pattern
    a. Circumspect
    b. Inhibited
    c. Withdrawn (Avoidant; *DSM-5*, 301.82)
Scale 8: Retiring pattern
    a. Reserved
    b. Aloof
    c. Solitary (Schizoid; *DSM-5*, 301.20)
Scale 9: Distrusting pattern
    d. Suspicious
    e. Paranoid (*DSM-5*, 301.0)
Scale 0: Erratic pattern
    d. Unstable
    e. Borderline (*DSM-5*, 301.83)

Note. Equivalent *DSM* terminology and codes are specified in parentheses.

Results

The analysis of the data includes a summary of descriptive statistics yielded by the MIDC scoring procedure, the MIDC profile for Justin Trudeau, diagnostic classification of the subject, and the clinical interpretation of significant MIDC scale elevations derived from the diagnostic procedure.

Trudeau received 35 affirmative (and 10 equivocal/affirmative) endorsements on the 170-item MIDC (see Appendix). Judging from endorsement-rate deviations from the mean (see Table 3), data on Trudeau's expressive behavior (10 endorsements) were most easily obtained and may be overrepresented in the data set, whereas data on his self-image (5 endorsements) and mood/temperament (6 endorsements) were most difficult to obtain and may be underrepresented in the data set.

Descriptive statistics for Trudeau's MIDC ratings are presented in Table 3.

Table 3
MIDC Item Endorsement Rate by Attribute Domain for Justin Trudeau

	Diagnostic criteria (Items)	
Attribute domain	Present	Possible
Expressive behavior	10	12
Interpersonal conduct	7	11
Cognitive style	7	7
Mood/temperament	6	8
Self-image	5	7
Sum	35	45
Mean	7.0	9.0
Standard deviation	1.7	2.1

Trudeau's MIDC scale scores are reported in Table 4. The MIDC profile yielded by Trudeau's raw scores is displayed in Figure 1.[2]

---

[2] See Table 2 for scale names. Solid horizontal lines on the profile form signify cut-off scores between adjacent scale gradations. For Scales 1–8, scores of 5 through 9 signify the *presence* (gradation *a*) of the personality pattern in question; scores of 10 through 23 indicate a *prominent* (gradation *b*) variant; and scores of 24 to 30 indicate an exaggerated, *mildly dysfunctional* (gradation *c*) variation of the pattern. For Scales 9 and 0, scores of 20 through 35 indicate a *moderately disturbed* syndrome and scores of 36 through 45 a *markedly disturbed* syndrome.

Table 4
MIDC Scale Scores for Justin Trudeau

| Scale	Personality pattern	Lower	Upper
1A	Dominant: Asserting–Controlling–Aggressive (Sadistic)	5	7
1B	Dauntless: Adventurous–Dissenting–Aggrandizing (Antisocial)	5	8
2	Ambitious: Confident–Self-serving–Exploitative (Narcissistic)	9	9
3	Outgoing: Congenial–Gregarious–Impulsive (Histrionic)	18	24
4	Accommodating: Cooperative–Agreeable–Submissive (Dependent)	5	5
5A	Aggrieved: Unpresuming–Self-denying–Self-defeating (Masochistic)	0	0
5B	Contentious: Resolute–Oppositional–Negativistic (Passive-aggressive)	1	4
6	Conscientious: Respectful–Dutiful–Compulsive (Obsessive-compulsive)	5	5
7	Reticent: Circumspect–Inhibited–Withdrawn (Avoidant)	0	3
8	Retiring: Reserved–Aloof–Solitary (Schizoid)	0	0
	Subtotal for basic personality scales	48	65
9	Distrusting: Suspicious–Paranoid (Paranoid)	0	0
0	Erratic: Unstable–Borderline (Borderline)	0	0
	Full-scale total	48	65

Note. Table 4 depicts the 12 personality patterns along with their normal, exaggerated, and pathological scale gradations and equivalent *DSM* terminology (in parentheses). Interpretation of the data is based on scale scores derived from affirmative MIDC item endorsements only, specified in the column labeled *Lower*. (The column labeled *Upper* displays scale scores based on the sum of affirmative and equivocal/affirmative endorsements.)

Trudeau's most elevated scale is Scale 3 (Outgoing), with a score of 18. In addition, Trudeau obtained a secondary elevation on Scale 2 (Ambitious), with a score of 9, and subsidiary elevations on Scale 1B (Dauntless), Scale 1A (Dominant), Scale 4 (Accommodating), and Scale 6 (Conscientious), all with a score of 5. The primary Scale 3 elevation is within the *prominent* (10–26) range, while the secondary Scale 2 elevation in the *present* (5–9) range, bordering on *prominent*. The subsidiary elevation Scales 1B, 1A, 4, and 6 elevations are all at the lower threshold of the *present* (5–9) range. No other scale elevation is psychodiagnostically significant.

Based on the cut-off score guidelines in the MIDC manual, all of Trudeau's scale elevations (see Figure 1) are within normal limits, though the spike on Scale 3 (Outgoing) is noteworthy by virtue of its moderate elevation and prominence in Trudeau's overall personality configuration. In terms of MIDC scale gradation (see Table 2 and Figure 1) criteria, supplemented by clinical judgment, Trudeau was classified as primarily an Outgoing/gregarious personality, complemented by a secondary Ambitious/confident pattern and Dauntless/adventurous, Dominant/asserting, Accommodating/cooperative), and Conscientious/respectful features likely influencing Trudeau's personality functioning on the margins.[3]

---

[3] In each case, the label preceding the slash signifies the *categorical* personality pattern, whereas the label following the slash indicates the specific scale gradation, or personality type, on the *dimensional* continuum; see Table 2.

Figure 1. *Millon Inventory of Diagnostic Criteria: Profile for Justin Trudeau*

Scale:	1A	1B	2	3	4	5A	5B	6	7	8	9	0
Upper:	7	8	9	24	5	0	4	5	3	0	0	0
Lower:	5	5	9	18	5	0	1	5	0	0	0	0
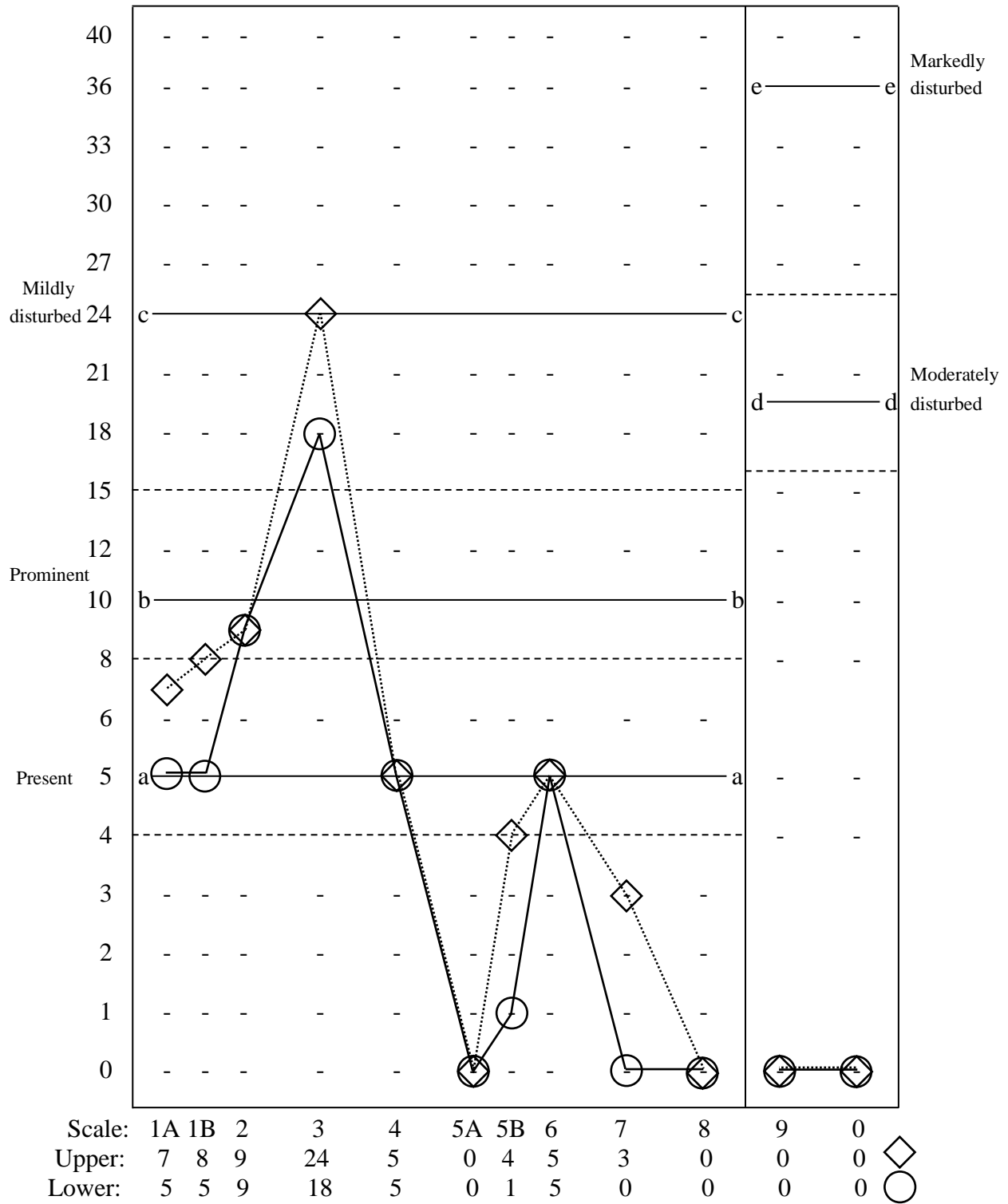
Discussion

The discussion of the results examines Justin Trudeau's MIDC scale elevations from the perspective of Millon's (1994, 1996; Millon & Davis, 2000) model of personality, supplemented by the theoretically congruent portraits of Oldham and Morris (1995) and Strack (1997). The discussion concludes with a brief synthesis of the practical political implications of Trudeau's personality profile.

Few people exhibit personality patterns in "pure" or prototypal form; more often, individual personalities represent a blend of two or more primary and secondary orientations. With his moderately elevated Scale 3, Trudeau emerged from the assessment as primarily a *gregarious* type, an adaptive, slightly exaggerated variant of the Outgoing pattern. Trudeau's secondary elevation on Scale 2 (Ambitious) and subsidiary elevations on Scales 1B (Dauntless), 1A (Dominant), 4 (Accommodating), and 6 (Conscientious) reflect adaptive levels of, respectively, self-confidence, adventurousness (or sensation seeking), assertiveness, agreeableness, and conscientious.

The Millon Index of Personality Styles manual (Millon, 1994) describes Outgoing personalities as dramatic attention-getters who thrive on being the center of social events, go out of their way to be popular with others, have confidence in their social abilities, and become easily bored, especially when faced with repetitive and mundane tasks (pp. 31–32).

The interpretation of Trudeau's profile must also account for a secondary elevation on Scale 2 (Ambitious) and, on the margins, subsidiary elevations on Scales 1B (Dauntless), 1A (Dominant), 4 (Accommodating), and 6 (Conscientious). The Millon Index of Personality Styles manual (Millon, 1994), employing the label *Asserting*, describes Ambitious (Scale 2) personalities as bold, competitive, and self-assured individuals who easily assume leadership roles, expect others to recognize their special qualities, and often act as though entitled (p. 32).

Following is a detailed discussion of personality patterns relevant to Trudeau's overall personality configuration.

Scale 3: The Outgoing Pattern

The Outgoing pattern, as do all personality patterns, occurs on a continuum ranging from normal to maladaptive.[4] At the well-adjusted pole are warm, congenial personalities.[5] Slightly exaggerated Outgoing features occur in sociable, gregarious personalities.[6] In its most deeply ingrained, inflexible form, extraversion manifests itself in impulsive, self-centered, overdramatizing behavior patterns that may be consistent with a clinical diagnosis of histrionic personality disorder.[7]

---

[4] Justin Trudeau's score of 18 on MIDC scale 3 (Outgoing) — a measure of extraversion — compares as follows with U.S. presidents studied at the Unit for the Study of Personality in Politics: Donald Trump, 20 (Immelman & Griebie, 2020); George W. Bush, 16 (Immelman, 2002); Bill Clinton, 15 (Immelman, 1998); Joe Biden, 13 (Griebie & Immelman, 2021); Barack Obama, 3 (Immelman, 2010).

[5] Relevant to Trudeau.

[6] Relevant to Trudeau.

[7] Marginally relevant to Trudeau.

The Millon Index of Personality Styles manual (Millon, 1994) describes Outgoing personalities as dramatic attention-getters who thrive on being the center of social events, go out of their way to be popular with others, have confidence in their social abilities, and become easily bored, especially when faced with repetitive and mundane tasks (pp. 31–32).

In politics, leadership ability may well be compromised in individuals who "become easily bored, especially when faced with repetitive and mundane tasks," and who are prone to "intense and shifting moods." Those limitations must, however, be weighed against the high degree of skill with which Outgoing leaders are able to engage their capacity for "energizing and motivating" the public.

Normal, adaptive variants of the MIDC's Outgoing pattern (i.e., congenial and gregarious types) correspond to Strack's (1997) *sociable* style and Millon's (1994) *Outgoing* pattern. It overlaps with the *cooperative* segment of Leary's (1957) *cooperative–overconventional* continuum (which is, however, more congruent with the Accommodating pattern). Millon's Outgoing pattern is highly correlated with the five-factor model's *Extraversion* factor, moderately correlated with its *Conscientiousness* and *Openness to Experience* factors, has a moderate negative correlation with its *Neuroticism* factor, and is uncorrelated with *Agreeableness* (see Millon, 1994, p. 82).

Millon (1994) summarizes the Outgoing pattern as follows:

> [G]regarious persons go out of their way to be popular with others, have confidence in their social abilities, feel they can readily influence and charm others, and possess a personal style that makes people like them. Most enjoy engaging in social activities. … Talkative, lively, socially clever, they are often dramatic attention-getters who thrive on being the center of social events. Many become easily bored, especially when faced with repetitive and mundane tasks. … [Prone to] intense and shifting moods, gregarious types are sometimes viewed as fickle and excitable. On the other hand, their enthusiasms often prove effective in energizing and motivating others. Inclined to be facile and enterprising, outgoing people may be highly skilled at manipulating others to meet their needs. (pp. 31–32)

Strack (1997) provides the following portrait of the normal (*sociable*) prototype of the Outgoing pattern, based on Millon's theory, empirical findings from studies correlating his Personality Adjective Check List (PACL; 1991) scales with other measures, and clinical experience with the instrument:

> They are characterized by an outgoing, talkative, and extraverted style of behavior and tend to be lively, dramatic, and colorful. These people are typically viewed by others as spontaneous, clever, enthusiastic, and vigorous. … Sociable individuals may also be seen as fickle in their attachments. They may have quickly shifting moods and emotions, and may come across as shallow and ungenuine. These persons tend to prefer novelty and excitement, and are bored by ordinary or mundane activities. … They often do well interacting with the public, may be skilled and adept at rallying or motivating others, and will usually put their best side forward even in difficult circumstances. (From Strack, 1997, p. 489, with minor modifications)

Millon's personality patterns have predictable, reliable, observable psychological indicators (expressive behavior, interpersonal conduct, cognitive style, mood/temperament, self-image,

regulatory mechanisms, object representations, and morphologic organization). Owing to the clinical emphasis of his model, Millon's (1996) attribute domains accentuate the maladaptive range of the personality patterns in his taxonomy — in the case of the Outgoing pattern, the impulsive pole of the congenial–gregarious–impulsive continuum. The "normalized" (i.e., de-pathologized; cf. Millon & Davis, 2000, pp. 238–240) diagnostic features of the Outgoing pattern are summarized below, along with the diagnostic features of the exaggerated variant of the pattern. The maladaptive, pathological variant of the Outgoing pattern is omitted because it does not apply to Trudeau.

Expressive Behavior

The core diagnostic feature of the expressive acts of Outgoing individuals is *sociability*; they are typically friendly, engaging, lively, extraverted, and gregarious. More exaggerated variants of the Outgoing pattern are predisposed to *impulsiveness*, intolerant of inactivity and inclined to seek sensation or excitement to prevent boredom; such individuals may display a penchant for momentary excitements, fleeting adventures, and short-sighted hedonism. As leaders, Outgoing personalities may be somewhat lacking in "gravitas," inclined to make spur-of-the-moment decisions without carefully considering alternatives, predisposed to reckless or imprudent behaviors, and prone to scandal. (Millon, 1996, pp. 366–367, 371; Millon & Everly, 1985, p. 33)

Illustrative observation: "Mr. Trudeau always does pretty well at these party soirées. He is at his best under a spotlight, at the centre of clearly worshipful supporters. He is very much – and this is a neutral remark – like a friendly movie star, a famous presence who is disarmingly cheerful and charming and chatty." (Murphy, 2014)

Interpersonal Conduct

The core diagnostic feature of the interpersonal conduct of Outgoing individuals is *demonstrativeness*; they are amiable and display their feelings openly. More exaggerated variants of the Outgoing pattern tend to be *attention seeking*, being attentive to popular appeal and actively soliciting praise and approval. In a political leadership role, Outgoing personalities display a substantial need for validation, one manifestation of which may be an overreliance on public opinion as an instrument of policy direction and formulation. (Millon, 1996, pp. 367–368, 371; Millon & Everly, 1985, p. 33)

Illustrative observation: "Justin Trudeau is flirting with the world. And the world, honestly, is melting at the knees at his studly yet cute come-ons. This is relentless flirtation, and relentlessly relished flirtation." (Teeman, 2017)

Cognitive Style

The core diagnostic feature of the cognitive style of Outgoing individuals is *unreflectiveness*; they avoid introspective thought and focus on practical, concrete matters. More exaggerated variants of the Outgoing pattern tend to be *superficial*, which is sometimes associated with flightiness in reasoning or thinking. They are not paragons of deep thinking or self-reflection and tend to speak and write in impressionistic generalities; though talkative, they tend to avoid earnest

or complex matters and their words may lack detail and substance. In politics, more extreme variants of the Outgoing pattern may be associated with lapses of judgment and flawed decision making. (Millon, 1996, pp. 368–369, 371; Millon & Davis, 2000, p. 236)

Illustrative observation: "His problem is that after three years of exposure, the charm has worn thin. He is often glib. He strikes a lot of voters as fatuous and superficial." (Wente, 2019)

Mood/Temperament

The core diagnostic feature of the temperamental disposition and prevailing mood of Outgoing individuals is emotional *expressiveness*; they are animated, uninhibited, and affectively responsive. More exaggerated variants of the Outgoing pattern are quite *changeable*, with occasional displays of short-lived and superficial moods. Leaders with an Outgoing personality pattern are skilled at staying in touch with public sentiments, but may be mercurial, volatile, or heedless, prone to periodic emotional outbursts, and easily angered or bored. (Millon, 1996, pp. 370–371)

Illustrative observation: "Mr. Trudeau was at his high-spirited and cheerful best, evidently taking the lead in the exchange and delivering the best howler." (Murphy, 2019)

Self-Image

The core diagnostic feature of the self-image of Outgoing individuals is their view of themselves as being socially desirable, well liked, and *charming*. More exaggerated variants of the Outgoing pattern tend to perceive themselves as stimulating, popular, and *gregarious*. Given their appealing self-image, these personalities are confident in their social abilities. In politics, Outgoing personalities, more than any other character types, are strongly attracted to the self-validation offered by adulating crowds. (Millon, 1996, pp. 369, 371; Millon & Everly, 1985, p. 33)

Illustrative observation: " 'You're just jealous of my eyebrows, aren't you?' Trudeau asked the crying baby, held in a woman's arms, as he rubbed the child's back. … At one point, the Liberal leader locked eyes with the baby and wiggled his brows. 'You'll get very nice eyebrows one day, yeah, just like mine.' " (Slaughter, 2019)

Regulatory Mechanisms

The core diagnostic feature of the regulatory (i.e., ego-defense) mechanisms of the Outgoing pattern is *self-distraction*; their preferred stress-management strategy is to engage in relatively mindless activities — for example, games, physical diversions, or other forms of amusement or recreation to avoid reflecting on and integrating unpleasant thoughts and emotions. More extreme variants[8] of the Outgoing pattern may employ the defense mechanism of *dissociation* to cope with conflict and anxiety, regularly altering and recomposing their self-presentation in protean fashion to create a succession of socially attractive but changing facades. Although healthy self-distraction is generally adaptive in coping with the stress of high-level public office, some of its political implications may be troubling — including a leader's failure to face up to unpleasant or dissonant

---

[8] Marginally relevant to Trudeau.

thoughts, feelings, and actions, which may be compounded by cosmetic image-making as revealed in a persistent pattern protean impression management. (Millon, 1996, p. 370)

Object Representations

The core diagnostic feature of the internalized object representations of more extreme variants[9] of the Outgoing pattern is their *shallow* nature. Outgoing personalities characteristically seek stimulation, attention, and excitement, presumably to fill an inner void. In politics, Outgoing leaders thrive on the thrill of political life and the international spotlight, and in office may not be averse to instigating a crisis for instrumental purposes. Thus, although generally conflict averse, they may engage in brinkmanship to force a desired outcome and secure a legacy — especially if narcissistic tendencies feature prominently in their personality profile. (Millon, 1996, p. 369)

Morphologic Organization

The core diagnostic feature of the morphologic organization of more extreme variants[10] of the Outgoing pattern is *exteroceptiveness*; they tend to focus on external matters and the here-and-now, being neither introspective nor dwelling excessively on the past, presumably to blot out awareness of a relatively insubstantial inner self. The personal political style of Outgoing leaders, hypothetically, may have a similar quality, with ad hoc strategies sometimes displacing the disciplined pursuit of carefully formulated policy objectives. (Millon, 1996, p. 370)

Scale 2: The Ambitious Pattern

The Ambitious pattern, as do all personality patterns, occurs on a continuum ranging from normal to maladaptive.[11] At the well-adjusted pole are confident, socially poised, assertive personalities.[12] Slightly exaggerated Ambitious features occur in personalities that are sometimes perceived as self-promoting, overconfident, or arrogant.[13] In its most deeply ingrained, inflexible form, the Ambitious pattern manifests itself in extreme self-absorption or exploitative behavior patterns that may be consistent with a clinical diagnosis of narcissistic personality disorder.[14] In the case of Justin Trudeau, only the normal variant — well-adjusted, confident, and socially poised — and, to a lesser extent, the slightly exaggerated overconfident, self-promoting variant, has any significance.

Normal, adaptive variants of the Ambitious pattern (i.e., confident and self-serving types) correspond to Oldham and Morris's (1995) *Self-Confident* style, Strack's (1997) *confident* style, and Millon's (1994) *Asserting* pattern. Millon's Asserting pattern is positively correlated with the five-factor model's *Extraversion* and *Conscientiousness* factors and negatively correlated with its

---

[9] Marginally relevant to Trudeau.

[10] Marginally relevant to Trudeau.

[11] Justin Trudeau's score of 9 on MIDC scale 2 (Ambitious) — a measure of narcissism — compares as follows with U.S. presidents studied at the Unit for the Study of Personality in Politics: Donald Trump, 22 (Immelman & Griebie, 2020); Bill Clinton, 17 (Immelman, 1998); Barack Obama, 7 (Immelman, 2010); Joe Biden, 5 (Griebie & Immelman, 2021); George W. Bush, 4 (Immelman, 2002).

[12] Relevant to Trudeau.

[13] Marginally applicable to Trudeau.

[14] Not relevant to Trudeau.

Neuroticism factor (Millon, 1994, p. 82). It is associated with "social composure, or poise, self-possession, equanimity, and stability" (Millon, 1994, p. 32). In combination with an elevated Outgoing (Scale 3) pattern (as in the case of Trudeau), it bears some resemblance to Simonton's (1988) *charismatic* executive leadership style.

Millon (1994) summarizes the Asserting (i.e., Ambitious) pattern as follows:

> An interpersonal boldness, stemming from a belief in themselves and their talents, characterize[s] those high on the … Asserting [Ambitious] scale. Competitive, ambitious, and self-assured, they naturally assume positions of leadership, act in a decisive and unwavering manner, and expect others to recognize their special qualities and cater to them. Beyond being self-confident, those with an … [Ambitious] profile often are audacious, clever, and persuasive, having sufficient charm to win others over to their own causes and purposes. Problematic in this regard may be their lack of social reciprocity and their sense of entitlement — their assumption that what they wish for is their due. On the other hand, their ambitions often succeed, and they typically prove to be effective leaders. (p. 32)

Strack (1997) provides the following description of the normal (*confident*) prototype of the Ambitious pattern, based on Millon's theory, empirical findings from studies correlating his Personality Adjective Check List (PACL; 1991) scales with other measures, and clinical experience with the instrument:

> Aloof, calm, and confident, these personalities tend to be egocentric and self-reliant. … In the workplace, confident [Ambitious] persons like to take charge in an emphatic manner, often doing so in a way that instills confidence in others. Their self-assurance, wit, and charm often win them supervisory and leadership positions. (Adapted from Strack, 1997, pp. 489–490, with minor modifications)

Oldham and Morris (1995) add the following observations to the portrait of the normal (*Self-Confident*) prototype of the Ambitious pattern:

> Self-Confident [Ambitious] individuals stand out. … [and are] leaders … [and] attention-getters in their public or private spheres. … Self-Confident [Ambitious] men and women know what they want, and they get it. Many of them have the charisma to attract plenty of others to their goals. They are extroverted and intensely political. They know how to work the crowd, how to motivate it, and how to lead it. (p. 85)

As noted earlier, Millon's personality patterns have well-established diagnostic indicators associated with each of the eight attribute domains of expressive behavior, interpersonal conduct, cognitive style, mood/temperament, self-image, regulatory mechanisms, object-representations, and morphologic organization. The diagnostic features of the *confident* and *self-serving* variants of the Ambitious pattern with respect to each of Millon's eight attribute domains are summarized below. The maladaptive *exploitative* variant of the Ambitious pattern is omitted because it does not apply to Trudeau.

Expressive Behavior

The core diagnostic feature of the expressive acts of Ambitious individuals is their *confidence*; they are socially poised, self-assured, and self-confident, conveying an air of calm, untroubled self-assurance. More exaggerated variants of the Ambitious pattern tend to act in a *conceited*

manner, their natural self-assurance shading into supreme self-confidence, hubris, immodesty, or presumptuousness. They are self-promoting and may display an inflated sense of self-importance. All variants of this pattern are to some degree self-centered and lacking in generosity and social reciprocity. (Millon, 1996, p. 405; Millon & Everly, 1985, pp. 32, 39)

Illustrative observation: "Self-assured, articulate, at ease in a crowd and obviously intelligent without a hint of condescension, not to mention having a maddeningly lovely head of hair, Trudeau, despite now having some serious controversy in his time in office, continues to be a popular as well as entrancing figure around the world." (Gyarmati, 2018)

Interpersonal Conduct

The core diagnostic feature of the interpersonal conduct of Ambitious individuals is their *assertiveness*; they stand their ground and are tough, competitive, persuasive, hardnosed, and shrewd. More exaggerated variants of the Ambitious pattern are *entitled*; they lack genuine empathy and expect favors without assuming reciprocal responsibilities. (Millon, 1996, pp. 405–406; Millon & Everly, 1985, pp. 32, 39)

Illustrative observation: "He behaves as if he's entitled to skirt the law or ignore standards of conduct, as long as he doesn't get caught. He's now facing his third investigation by the federal ethics commissioner." (Apology's nice, 2020)

Cognitive Style

The core diagnostic feature of the cognitive style of Ambitious individuals is their *imaginativeness*; they are inventive, innovative, and resourceful, ardently believing in their own efficacy. More exaggerated variants of the Ambitious pattern are cognitively *expansive*; they display extraordinary confidence in their own ideas and potential for success and redeem themselves by taking liberty with facts or distorting the truth. All variants of this pattern to some degree harbor fantasies of success, rationalize their failures, or exaggerate their achievements. (Millon, 1996, p. 406; Millon & Everly, 1985, pp. 32, 39)

Illustrative observation: "Like Barack Obama, Trudeau seemed to understand better than other politicians how to adapt the old ideas of political marketeering to the new realities of social media." (Ashifa, 2019)

Mood/Temperament

The core diagnostic feature of the characteristic mood and temperament of Ambitious individuals is their social *poise*; they are self-composed, serene, and optimistic, and are typically imperturbable, unruffled, and cool and levelheaded under pressure. More exaggerated variants of the Ambitious pattern are *insouciant*; they manifest a general air of nonchalance, imperturbability, or feigned tranquility. They characteristically appear coolly unimpressionable or buoyantly optimistic, except when their narcissistic confidence is shaken, at which time either rage, shame, or emptiness is briefly displayed. (Millon, 1996, p. 408; Millon & Everly, 1985, pp. 32, 39)

Illustrative observation: "Hard as this may be to believe, I had never before seen that picture – never even knew of its existence. And obviously it set me reeling. But I knew this was a critical moment. If I acted shocked or hurt, it would be open season on me for the rest of high school. Everyone would know they could get a rise out of me by shoving the latest bit of gossip in my face. So I simply waved it off, leaving the bully unsatisfied, and he went off to find an easier mark." (Trudeau, 2014)

Self-Image

The core diagnostic feature of the self-perception of Ambitious individuals is their *certitude*; they have strong self-efficacy beliefs and considerable courage of conviction. More exaggerated variants of the Ambitious pattern have an *admirable* sense of self; they view themselves as extraordinarily meritorious and esteemed by others, and have a high degree of self-worth, though others may see them as inconsiderate, egotistic, or arrogant. (Millon, 1996, p. 406)

Illustrative observation: "All that said, sometimes you have to go with your gut, even when everyone around you thinks you're wrong. My charity boxing match with Senator Patrick Brazeau was one of those moments. Not a single one of my friends, confidants, or colleagues thought it was a good idea." (Trudeau, 2014)

Regulatory Mechanisms

The core diagnostic features of the unconscious regulatory (i.e., ego-defense) mechanisms of highly[15] Ambitious individuals are *rationalization* and *fantasy*; when their subjectively admirable self-image is challenged or their confidence shaken, they maintain equilibrium with facile self-deceptions, devising plausible reasons to justify their self-centered and socially inconsiderate behaviors. (Millon, 1996, p. 407)

Object Representations

The core diagnostic feature of the internalized object representations of highly[16] Ambitious individuals is their *contrived* nature; the inner imprint of significant early experiences that serves as a substrate of dispositions (i.e., templates) for perceiving and reacting to current life events consists of illusory and changing memories. Consequently, problematic experiences are refashioned to appear consonant with their high sense of self-worth, and unacceptable impulses and deprecatory evaluations are transmuted into more admirable images and percepts. (Millon, 1996, pp. 406–407)

Morphologic Organization

The core diagnostic feature of the morphological organization of highly [17] Ambitious individuals is its *spuriousness*; the interior design of the personality system is essentially counterfeit. Due to the misleading nature of their early experiences — the ease with which good

---

[15] Trudeau's narcissism is in the adaptive range, so this description, at best, is marginally applicable to him.

[16] Trudeau's narcissism is in the adaptive range, so this description, at best, is marginally applicable to him.

[17] Trudeau's narcissism is in the adaptive range, so this description, at best, is marginally applicable to him.

things came to them — these individuals may lack the inner skills necessary for regulating their impulses, channeling their needs, and resolving conflicts. (Millon, 1996, pp. 407–408)

Scale 1B: The Dauntless Pattern

The Dauntless pattern, as do all personality patterns, occurs on a continuum ranging from normal to maladaptive.[18] At the well-adjusted pole are individualistic, daring, adventurous personalities.[19] Exaggerated Dauntless features occur in somewhat unconscientious, risk-taking, dissenting personalities.[20] In its most deeply ingrained, inflexible form, the Dauntless pattern displays itself in reckless, irresponsible, self-aggrandizing behavior patterns that may be consistent with a clinical diagnosis of antisocial personality disorder.[21]

Normal, adaptive variants of the Dauntless pattern (i.e., adventurous and dissenting types) are congruent with Oldham and Morris's (1995) *Adventurous* style, Millon's (1994) *Dissenting* pattern, and the low pole of Simonton's (1988) *interpersonal* executive leadership style. Theoretically, the normal, adaptive variant of the Dauntless pattern incorporates facets of the five-factor model's *Extraversion* factor and the low pole of its *Agreeableness* factor; however, the Dissenting scale of the Millon Index of Personality Styles (Millon, 1994) is uncorrelated with the NEO Personality Inventory's (Costa & McCrae, 1985) Extraversion factor, though — as expected — this scale is negatively correlated with its *Agreeableness* factor. In addition, the Dissenting pattern is moderately correlated with the NEO Personality Inventory's *Neuroticism* factor, has a small negative correlation with its *Conscientiousness* factor, and is uncorrelated with its *Openness to Experience* factor (see Millon, 1994, p. 82). The Dauntless pattern, as conceptualized in the MIDC, is congruent with the low poles of Simonton's (1988) *deliberative* and *interpersonal* leadership styles and incorporates elements of his *neurotic* and *charismatic* styles.

According to Oldham and Morris (1995, pp. 227–228), the following eight traits and behaviors are reliable clues to the presence of an Adventurous style:

1. *Nonconformity*. Live by their own internal code of values; not strongly influenced by the norms of society.
2. *Challenge*. Routinely engage in high-risk activities.
3. *Mutual independence*. Not overly concerned about others; expect each individual to be responsible for him- or herself.
4. *Persuasiveness*. "Silver-tongued" charmers talented in the art of social influence.
5. *Wanderlust*. Like to keep moving; live by their talents, skills, ingenuity, and wits.
6. *Wild oats*. History of childhood and adolescent mischief and hell-raising.
7. *True grit*. Courageous, physically bold, and tough.
8. *No regrets*. Live in the present; little guilt about the past or anxiety about the future.

---

[18] Justin Trudeau's score of 5 on MIDC scale 1B (Dauntless) — an index of sensation seeking or risk taking — compares as follows with U.S. presidents studied at the Unit for the Study of Personality in Politics: Donald Trump, 14 (Immelman & Griebie, 2020); Bill Clinton, estimated ≥7 (Immelman, 1998); George W. Bush, 5; (Immelman, 2002) Barack Obama, 3 (Immelman, 2010); Joe Biden, 1 (Griebie & Immelman, 2021).

[19] Relevant to Trudeau.

[20] Marginally relevant to Trudeau.

[21] Not applicable to Trudeau.

According to Oldham and Morris (1995), *Adventurous* individuals "live on the edge, challenging boundaries and restrictions, pitting themselves for better or for worse in a thrilling game against their own mortality. … Indeed, for people with the Adventurous personality style, the risk is the reward" (p. 227).

Ultimately, adventurous types "are fundamentally out for themselves" (Oldham & Morris, 1995, p. 228). They believe in themselves and do not require anyone's approval; they have "a definite sense of what is right or wrong for them, and if something is important to them, they'll do it no matter what anyone thinks" (p. 229). Despite their self-orientation, adventurous people are capable of advancing a cause incidentally in the service of their personal desires or ambition; however, fundamentally, what matters is the momentary excitement, emotional vitality, or sense of aliveness that they experience, not love of person, country, or cause (p. 229).

Technically, Oldham and Morris's Adventurous style appears to be a more adaptive variant of Millon's "risk-taking psychopath," a composite of his aggrandizing (antisocial) and gregarious (histrionic) personality patterns (see Millon, 1996, p. 452; Millon & Davis, 1998, p. 164; Millon & Davis, 2000, pp. 111–112).

Millon (1994), who uses the term *Dissenting* as a label for the normal, adaptive variant of the aggrandizing, antisocial pattern, asserts that these individuals tend to "flout tradition," "act in a notably autonomous fashion," "are not social-minded," and "are not inclined to adhere to conventional standards, cultural mores, and organizational regulations" (p. 32). They are

> unconventional persons who seek to do things their own way and are willing to take the consequences for doing so. They act as they see fit regardless of how others judge them. Inclined at times to elaborate on or shade the truth, as well as ride close to the edge of the law, they are not conscientious — that is, they do not assume customary responsibilities. Rather, they frequently assert that too many rules stand in the way of people who wish to be free and inventive, and that they prefer to think and act in an independent and often creative way. Many believe that persons in authority are too hard on people who don't conform. Dissenters dislike following the same routine day after day and, at times, act impulsively and irresponsibly. They will do what they want or believe to be best without much concern for the effects of their actions on others. Being skeptical about the motives of most people, and refusing to be fettered or coerced, they exhibit a strong need for autonomy and self-determination. (p. 33)

Illustrative observation: "The 41-year-old politico, who's known for his somewhat unconventional style, will go head-to-head with candidates … at the Liberal National Showcase in Toronto." (Tejada, 2013)

Scale 1A: The Dominant Pattern

The Dominant pattern, as do all personality patterns, occurs on a continuum ranging from normal to maladaptive.[22] At the well-adjusted pole[23] are strong-willed, commanding, assertive

---

[22] Justin Trudeau's score of 5 on MIDC scale 1A (Dominant) — an index of the power motive — compares as follows with U.S. presidents studied at the Unit for the Study of Personality in Politics: Donald Trump, 22 (Immelman & Griebie, 2020); George W. Bush, 11 (Immelman, 2002); Barack Obama, 7 (Immelman, 2010); Bill Clinton, estimated ≤ 7 (Immelman, 1998); Joe Biden, 3 (Griebie & Immelman, 2021).

[23] Relevant to Trudeau.

personalities. Slightly exaggerated Dominant features[24] occur in forceful, intimidating, controlling personalities. In its most deeply ingrained, inflexible form,[25] the Dominant pattern displays itself in domineering, belligerent, aggressive behavior patterns that may be consistent with a clinical diagnosis of sadistic personality disorder. In the case of Justin Trudeau, only the normal variant — associated with strong-willed, assertive personalities — has any bearing on his overall personality functioning and executive performance.

Normal, adaptive variants of the Dominant pattern (i.e., asserting and controlling types) correspond to Oldham and Morris's (1995) *Aggressive* style, Strack's (1997) *forceful* style, Millon's (1994) *Controlling* pattern, and the *managerial* segment of Leary's (1957) managerial–autocratic continuum. Millon's Controlling pattern is positively correlated with the five-factor model's *Conscientiousness* factor, has a more modest positive correlation with its *Extraversion* factor, is negatively correlated with its *Agreeableness* and *Neuroticism* factors, and is uncorrelated with *Openness to Experience* (see Millon, 1994, p. 82). Thus, these individuals — though tending to be controlling and sometimes disagreeable — typically are emotionally stable and conscientious. According to Millon (1994), Controlling (i.e., Dominant) individuals

> enjoy the power to direct and intimidate others, and to evoke obedience and respect from them. They tend to be tough and unsentimental, as well as gain satisfaction in actions that dictate and manipulate the lives of others. … [Dominant] types typically make effective leaders, being talented in supervising and persuading others to work for the achievement of common goals. (p. 34)

Oldham and Morris (1995) supplement Millon's description with the following portrait of the normal (*Aggressive*) prototype of the Dominant pattern:

> Aggressive [Dominant] men and women…. [have] a strong, forceful personality style. … They can undertake huge responsibilities without fear of failure. … They never back away from a fight. … When put to the service of the greater good, the Aggressive [Dominant] personality style can inspire a man or woman to great leadership, especially in times of crisis. (p. 345)

Finally, Strack (1997) offers the following description of the normal (*forceful*) prototype of the Dominant pattern, based on Millon's theory, empirical findings from studies correlating his Personality Adjective Check List (PACL; 1991) scales with other measures, and clinical experience with the instrument:

> [F]orceful [Dominant] people…. are characterized by an assertive, dominant, and tough-minded personal style. They tend to be strong-willed, ambitious, competitive, and self-determined. … In work settings, these personalities are often driven to excel. They work hard to achieve their goals, are competitive, and do well where they can take control or work independently. In supervisory or leadership positions, these persons usually take charge and see to it that a job gets done. (From Strack, 1997, p. 490, with minor modifications)

Because the Dominant pattern plays only a subsidiary role in Trudeau's overall personality functioning, we will not elaborate on the diagnostic indicators associated with each of the eight attribute domains with respect to this pattern.

---

[24] Marginally applicable to Trudeau.
[25] Not relevant to Trudeau.

Illustrative observation: "Stephen Harper did it when he was Canada's Conservative prime minister for a decade. Justin Trudeau has displayed the same appetite for total control since his party's election win in 2015, and its return as a minority government last October." (Memo to Justin Trudeau, 2020)

Scale 4: The Accommodating Pattern

The Accommodating pattern, as do all personality patterns, occurs on a continuum ranging from normal to maladaptive.[26] In the case of Justin Trudeau, only the normal variant — associated with cooperative, conciliatory personalities — has any bearing on his overall personality functioning and executive performance.

The normal, adaptive variant of the Accommodating pattern corresponds to Strack's (1997) *cooperative* style and Millon's (1994) *Agreeing* pattern. The Accommodating pattern also overlaps with the *docile* and *cooperative* segments of Leary's (1957) *docile–dependent* and *cooperative– overconventional* interpersonal styles. Millon's Agreeing pattern is highly correlated with the five-factor model's *Agreeableness* factor. In the realm of political leadership, the Accommodating pattern points to Simonton's (1988) *interpersonal* executive leadership style.

According to Millon (1994) the Accommodating pattern (which he labels *Agreeing*)

> is akin to the normal "cooperative" segment of Leary's [1957] cooperative–overconventional interpersonal style, representing an accommodating, participatory, compromising, and agreeing pattern of behavior. … [The Accommodating pattern] corresponds … to the Big-Five's Factor II, Agreeableness … in conveying a self-respecting concordance with others; a congenial obligingness is voluntary rather than being coerced or being a product of self-derogation. Those who fit the congenial/Agreeing [Accommodating] pattern are notably cooperative and amicable. Disinclined to upset others, they are willing to adapt their preferences to be compatible with those of others. Trusting others to be kind and thoughtful, they are also willing to reconcile differences and to achieve peaceable solutions, as well as to be considerate and to concede when necessary. Cordiality and compromise characterize their interpersonal relationships. (p. 34)

Millon (1996) further notes that Accommodating personalities in the adaptive range of the pattern tend to demand little from others, are relatively uncritical, and are invariably gracious, even to those they may dislike (p. 335).

Strack (1997) provides the following portrait of the interpersonal style of the normal (*cooperative*) prototype of the Accommodating pattern, based on Millon's theory, empirical findings from studies correlating his Personality Adjective Check List (PACL; 1991) scales with other measures, and clinical experience with the instrument:

> Cooperative [Accommodating] persons are often cooperative, reliable, considerate of others, and deferential. They may appear even-tempered, docile, obliging, or self-effacing. When faced with

---

[26] Trudeau's score of 5 on MIDC scale 4 (Accommodating) — a measure of agreeableness and a rough index of the affiliation motive — compares as follows with recent U.S. presidents studied at the Unit for the Study of Personality in Politics: Joe Biden, 9 (Griebie & Immelman, 2021); Barack Obama, 5 (Immelman, 2010); Bill Clinton, 5 (Immelman, 1998); George W. Bush, 4 (Immelman, 2002); Donald Trump, 0 (Immelman, 2016; Immelman & Griebie, 2020).

difficult or stressful situations, cooperative persons may seek others to provide authority, leadership, and direction. (Adapted from Strack, 1997, p. 489)

It should be emphasized, however, that the Accommodating pattern plays a rather limited, subsidiary role in Trudeau's overall personality functioning. Accordingly, we will not elaborate on the diagnostic indicators associated with each of the eight attribute domains with respect to this pattern.

Illustrative observation: "Prime Minister Justin Trudeau told his caucus colleagues Thursday morning to play nice with the opposition when the House of Commons resumes sitting again next week." (Trudeau takes conciliatory tone, 2020)

Scale 6: The Conscientious Pattern

The Conscientious pattern, as do all personality patterns, occurs on a continuum ranging from normal to maladaptive.[27] At the well-adjusted pole are earnest, polite, *respectful* personalities. Exaggerated Conscientious features occur in *dutiful*, dependable, and principled but rigid personalities. In its most deeply ingrained, inflexible form (not relevant with respect to Trudeau), the Conscientious pattern displays itself in a moralistic, self-righteous, uncompromising, cognitively constricted, *compulsive* behavior pattern that may be consistent with a clinical diagnosis of obsessive-compulsive personality disorder.

In the case of Justin Trudeau, only the normal (associated with earnest, polite, respectful personalities) and intermediate (associated with dutiful, dependable, relatively principled though somewhat rigid personalities) variants have any relevance, given Trudeau's moderate Scale 6 elevation.

Normal, adaptive variants of the Conscientious pattern (i.e., respectful and dutiful types) correspond to Oldham and Morris's (1995) *Conscientious* style, Millon's (1994) *Conforming* pattern, Strack's (1997) *respectful* style, and the *responsible* segment of Leary's (1957) *responsible–hypernormal* interpersonal continuum. Millon's Conforming pattern is correlated with the five-factor model's *Conscientiousness* factor, has a modest positive correlation with its *Extraversion* factor, a modest negative correlation with its *Neuroticism* factor (signifying emotional stability), and is uncorrelated with its *Agreeableness* and *Openness to Experience* factors (see Millon, 1994, p. 82). Adaptive variants of the Conscientious pattern have "a well-disciplined and organized lifestyle that enables individuals to function efficiently and successfully in most of their endeavors," in contrast to "the driven, tense, and rigid adherence to external demands and to a perfectionism that typifies the disordered [compulsive] state." They "demonstrate an unusual degree of integrity, adhering as firmly as they can to society's ethics and morals" (Millon, 1996, pp. 518–519).

---

[27] Trudeau's score of 5 on MIDC scale 6 (Conscientious) compares as follows with recent U.S. presidents studied at the Unit for the Study of Personality in Politics: Barack Obama, 4 (Immelman, 2010); Bill Clinton, 3 (Immelman, 1998); George W. Bush, 2 (Immelman, 2002); Joe Biden, 2 (Griebie & Immelman, 2021); Donald Trump, 0 (Immelman, 2016; Immelman & Griebie, 2020).

As stated by Oldham and Morris (1995):

> Conscientious-style people … [have] strong moral principle[s] and absolute certainty, and they won't rest until the job is done and done right. They are loyal to their families, their causes, and their superiors. Hard work is a hallmark of this personality style; Conscientious types *achieve*. … Conscientious traits … [include] hard work, prudence, [and] conventionality. (p. 62)

Millon (1994) summarizes the Conscientious pattern (which he labels *Conforming*) as follows:

> [Conscientious individuals possess] traits not unlike Leary's [1957] responsible–hypernormal personality, with its ideal of proper, conventional, orderly, and perfectionistic behavior, as well as bearing a similarity to Factor III of the Big-Five, termed Conscientiousness. Conformers are notably respectful of tradition and authority, and act in a reasonable, proper, and conscientious way. They do their best to uphold conventional rules and standards, following given regulations closely, and tend to be judgmental of those who do not. Well-organized and reliable, prudent and restrained, they may appear to be overly self-controlled, formal and inflexible in their relationships, intolerant of deviance, and unbending in their adherence to social proprieties. Diligent about their responsibilities, they dislike having their work pile up, worry about finishing things, and come across to others as highly dependable and industrious. (p. 33)

Strack (1997) provides the following portrait of the normal (*respectful*) prototype of the Conscientious pattern, based on Millon's theory, empirical findings from studies correlating his Personality Adjective Check List (PACL; 1991) scales with other measures, and clinical experience with the instrument:

> Responsible, industrious, and respectful of authority, these individuals tend to be conforming and work hard to uphold rules and regulations. They have a need for order and are typically conventional in their interests. These individuals can be rule abiding to a fault, however, and may be perfectionistic, inflexible, and judgmental. A formal interpersonal style and notable constriction of affect can make some respectful [Conscientious] persons seem cold, aloof, and withholding. Underneath their social propriety there is often a fear of disapproval and rejection, or a sense of guilt over perceived shortcomings. Indecisiveness and an inability to take charge may be evident in some of these persons due to a fear of being wrong. However, among co-workers and friends, respectful [Conscientious] personalities are best known for being well organized, reliable, and diligent. They have a strong sense of duty and loyalty, are cooperative in group efforts, show persistence even in difficult circumstances, and work well under supervision. (From Strack, 1997, p. 490, with minor modifications)

Being principled, scrupulous, and meticulous, conscientious individuals "tend to follow standards from which they hesitate to deviate, attempt to act in an objective and rational manner, and decide matters in terms of what they believe is right." They are often religious, and maintaining their integrity "ranks high among their goals" while "voicing moral values gives them a deep sense of satisfaction." The major limitations of this personality style are (a) its "superrationality," leading to a "devaluation of emotion [which] tends to preclude relativistic judgments and subjective preferences"; and (b) a predilection for "seeing complex matters in black and white, good and bad, or right or wrong terms" (Millon, 1996, p. 519).

Illustrative observation: "Only when listening to Justin Trudeau's victory speech the other night did it strike me. This is a guy who has applied discipline to every job he has taken on and done well." (Gormley, 2015)

Summary and Formulation

Predominantly extraverted (Scale 3) personality types with a distinctive self-confident (Scale 2) tendency, as in the case of Justin Trudeau, may be characterized as *energetic extraverts*. These leaders are optimistic, cheerful, and radiate charm and vigor. Millon and Davis (2000, p. 242) employ the label *vivacious histrionic* for the maladaptive variant of this subtype, which they describe as follows:

> The vivacious histrionic synthesizes the seductiveness of the histrionic with the energy level of a hypomanic. The result radiates attractiveness, charm, playfulness, verve, and intensity. More than just bubbly or perky, vivacious histrionics are interpersonally cheerful, optimistic, spontaneous, and impulsively expressionistic, often without regard to future consequences. Driven by a need for excitement and stimulation, many are easily infatuated, attaching themselves to one person after another in quick succession. Behaviorally, their movements are quick and animated: they enter with a flourish and leave with a flourish. Even though they are only superficial thinkers, their ideas often flow so quickly and easily that others become infected by their excitement. *Those who are more normal* [emphasis added] race around, getting things done, starting projects, and persuading others to join them with an energy and friendliness that make for a natural salesperson. Others, however, pursue momentary whims without completing much of anything, leaving broken promises, empty wallets, and distraught associates. (p. 242)

Given that Trudeau has a nonpathological level of personality adaptation, most of the traits cited in Millon and Davis's thumbnail sketch of the vivacious histrionic are only marginally applicable to Trudeau.

Leadership Implications

The present study offers an empirically based framework for anticipating Justin Trudeau's executive performance as prime minister. There is utility in coordinating the present findings with alternative models of political personality and complementary theories of political leadership.

Leadership Style

Dean Keith Simonton's (1988) empirically derived framework of five presidential styles (charismatic, interpersonal, deliberative, neurotic, and creative) offers a promising frame of reference. Given the fidelity with which Simonton's leadership styles mirror the currently popular five-factor model (FFM), whose correlates with Millon's personality patterns have been empirically established (Millon, 1994, p. 82), Simonton's stylistic dimensions may have considerable heuristic value for establishing links between personality and political leadership.

The prominence of the Outgoing pattern in Trudeau's profile, in conjunction with his Accommodating predisposition (congruent with the "Big Five" Agreeableness factor), provides the personological substrate (i.e., psychological driver) for Simonton's (1988) *interpersonal* presidential leadership style:

> The interpersonal president characteristically "allows Cabinet members considerable independence. …" …, "encourages the exercise of independent judgment by aides" …, "gives credit to others for work done" …, "endears himself to staff through his courtesy and consideration" …, "is flexible" …, "emphasizes teamwork" …, "is frequently in contact with his advisers and Cabinet" …,

"maintains close relationships with wide circle of associates" …, is "willing to make compromises" …, "relies on working in a staff system, deciding among options formulated by advisers" …, "keeps members of his staff informed on matters concerning other departments" …, "knows his limitations" …, and "supports constitutional government. …" (Simonton, 1988, pp. 929, 931)

As a leader high on interpersonality, the following traits likely will *not* be characteristic of a Trudeau leadership style as prime minister:

"[A]ccepts recommendations of others only under protest" …, "believes he knows what is best for the people" …, "is emphatic in asserting his judgments [i.e., is deferential]. …" …, is "suspicious of reformers" …, is "impatient, abrupt in conference" …, "bases decisions on willfulness, nervousness, and egotism" …, "tends to force decisions to be made prematurely" …, and "rarely permits himself to be outflanked."[28] (Simonton, 1988, p. 931)

Leadership Temperament

James David Barber (1972/1992), focusing more narrowly on temperament, developed a simple model of presidential character that has shown some utility in predicting successful (active–positive) and failed (active–negative) presidencies — and, presumably, other executive leadership roles such a prime minister.

In terms of leadership temperament, Justin Trudeau seems most similar to Barber's (1972/1992) *passive–positive* presidential character — leaders such as William Howard Taft, Warren G. Harding, and Ronald Reagan, characterized by an ingratiating personality, optimism, and a desire to please. These affiliation-motivated presidents are low on the need for power and do not invest much energy in the office of the presidency but nonetheless like the job.

Character-Based Leadership Skills

Stanley Renshon (1996) has proposed "three distinct aspects" (p. 226) of political leadership shaped by character: mobilization — the ability to arouse, engage, and direct the public; orchestration — the organizational skill and ability to craft specific policies; and consolidation — the skills and tasks required to preserve the supportive relationships necessary for an executive leader to implement and institutionalize his or her policy judgments (pp. 227, 411).

In terms of Renshon's (1996) three critical components of political leadership, Trudeau's greatest strength, by virtue of his markedly outgoing personality bolstered by high self-confidence, is *mobilization*, a critical element in rallying, energizing, and motivating the public. In the sphere of *orchestration*, Trudeau's relative dearth of personality traits related to conscientiousness (i.e., having insufficient attention to detail and diminished capacity for sustained focus), exacerbated by the relatively superficial cognitive style characteristic of outgoing personalities, may hamper his executive performance. Finally, Trudeau's conciliatory extraversion could be instrumental with respect to *consolidation*, potentially enabling him to foster the supportive relationships necessary for consummating his policy objectives.

---

[28] These traits are *uncharacteristic* of the interpersonal style and thus *unlikely* in a Trudeau prime ministership.

Foreign Policy Leadership Orientation

Lloyd Etheredge (1978) and Margaret Hermann (1987) developed personality-based models of foreign policy leadership orientation that can be employed rationally and intuitively to enhance and complement the predictive utility of Millon's model with respect to leadership performance in the arena of international relations.

Etheredge (1978) proposed a "four-fold speculative typology" of "fundamental personality-based differences in orientation towards America's preferred operating style and role in the international system" (p. 434). In terms of Etheredge's model, which locates policymakers on the dimensions of dominance–submission and introversion–extraversion, Trudeau's secondary Scale 4 (Accommodating) pattern in conjunction with a very modest Scale 1A (Dominant) score for a high-level leader, points to low dominance. His primary Scale 3 (Outgoing) elevation unambiguously points to high extraversion. This suggests that Prime Minister Trudeau's foreign policy role orientation is most likely that of a *low-dominance extravert* (or conciliator). According to Etheredge, conciliatory leaders, such as Presidents Harry Truman and Dwight Eisenhower, "are not inclined to reshape the world in accordance with a grand vision," tending "to respond to circumstances with the sympathetic hope that accommodations can be negotiated." These leaders are "flexible," "hopeful," and "open to change" but may lack the consistency and will to consummate their policy objectives" (p. 450).

Conceptually, Etheredge's (1978) "conciliator" foreign policy leadership orientation converges with Hermann's (1987) *mediator/integrator* — a foreign policy role orientation motivated by "[c]oncern with reconciling differences between … nations, with resolving problems in the international arena" (p. 168). In these leaders' world view, conflict can be resolved through third-party mediation, prompting a foreign policy "principally diplomatic in nature," in which the leader engages in "collaborative activities with other nations to foster [a] sense of mutual trust and understanding." The rhetoric of these leaders "is generally positive in tone." They use "consensus-building and group maintenance techniques effectively" and have a personal political style characterized by a "willingness to 'take a back seat' in the policymaking process, having an impact without seeming to control or interfere with others" (pp. 168–169).

Following is a more detailed analysis of linkages between Trudeau's personality patterns and leadership traits described in Hermann's conceptual framework.

Leadership Trait Analysis

Margaret Hermann (2003) identified seven traits that have proven particularly useful in assessing leadership style on the basis of linkages among leaders' personal characteristics and their political behavior:

> (1) the belief that one can influence or control what happens, (2) the need for power and influence, (3) conceptual complexity (the ability to differentiate things and people in one's environment), (4) self-confidence, (5) the tendency to focus on problem solving and accomplishing something versus maintenance of the group and dealing with others' ideas and sensitivities, (6) general distrust or suspiciousness of others, and (7) the intensity with which a person holds an in-group bias. (p. 184)

According to Hermann, "these seven traits provide information that is relevant to assessing how political leaders respond to the constraints in their environment, how they process information, and what motivates them into action" (p. 186).

Following is a rational-intuitive attempt to develop linkages between Justin Trudeau's Millon-based personality profile and Hermann's key political leadership traits.

Belief in the Ability to Control Events. The belief in one's ability to control events is "a view of the world in which leaders perceive some degree of control over the situations in which they find themselves." It is assumed that "when leaders take responsibility for planning or initiating an action, they believe that they have some control over what happens" (Hermann, 2003, pp. 188–189).

At-a-distance personality assessment of Trudeau reveals an outgoing (extraverted) personality pattern complemented by a substantial level of self-confidence but only a modest degree of dominance. This suggests a leader who is self-assured but not toughminded, and likely relatively low on internal locus of control, which, generally speaking, implies that he possesses a reasonable, realistic perception of hie ability to control events.

Need for Power and Influence. The need for power indicates "a concern for establishing, maintaining, or restoring one's power" — in other words, "the desire to control, influence, or have an impact" on others (Hermann, 2003, pp. 190).

The prominence of the outgoing pattern, in conjunction with a distinctive accommodating tendency in Trudeau's overall personality configuration, is indicative of a *conciliatory extravert* personality subtype, which suggests a strong affiliation motive and a relatively low need for power. Based on his personality profile, Trudeau likely is driven primarily by affiliative and achievement needs.

Self-Confidence. Self-confidence refers to "one's sense of self-importance" — an individual's image of his or her "ability to cope adequately with objects and persons in the environment" (Hermann, 2003, p. 194).

At-a-distance personality assessment of Trudeau reveals a moderately ambitious (scale 2) personality pattern, suggesting a leader who is self-assured, though not overly self-confident.

Conceptual Complexity. Conceptual complexity is "the degree of differentiation that an individual shows in describing or discussing other people, places, policies, ideas, or things." A conceptually complex person "can see varying reasons for a particular position, is willing to entertain the possibility that there is ambiguity in the environment, and is flexible in reacting to objects or ideas." At the opposite pole of the spectrum, "the conceptually simple individual tends to classify objects and ideas into good–bad, black–white, either–or dimensions; has difficulty in perceiving ambiguity in the environment; and reacts rather inflexibly to stimuli" (Hermann, 2003, pp. 195–196).

Trudeau's relatively low score relative to U.S. presidents[29] on dominance, his accommodating tendency, and the absence of obsessive-compulsive features in his personality configuration suggests that he is *not* predisposed to inflexibility, closed-mindedness, or dogmatic clinging to preconceived ideas, beliefs, or values — in other words, he likely is not conceptually simple. That does not, however, mean that Trudeau possesses an extraordinarily high level of conceptually complexity; his distinctly outgoing pattern implies a relatively unreflective, superficial cognitive style characterized by some degree of flightiness in reasoning or thinking, an inclination to focus on practical, concrete matters, and a predisposition to processing information at the level of impressionistic generalities. In short, Trudeau probably possesses a moderately high level of conceptual complexity.

Task vs. Relationship Focus. An important leadership trait is variation on the dimension of task completion (solving problems) versus group maintenance (building relationships). Task-oriented leaders attach greater importance to dealing head-on with problems facing the government, whereas relationship-oriented leaders are more sensitive to the needs of relevant constituents (Hermann, 2003, pp. 197–198).

Trudeau's outgoing, accommodating personality pattern provides strong evidence that he is sensitive to the needs of others and predisposed to group maintenance in relationship-oriented fashion. He has the personality profile of a leader driven to seek approval and a desire to be liked.

Worldview. Ingroup bias and distrust of others may be employed in the aggregate to gauge a leader's view of the world. Information about a leader's ingroup bias and distrust of others foreshadows whether the leader will be driven more by perceived threats or by opportunities to form cooperative relationships. The leader's view of the world in this regard can affect how confrontational or cooperative he or she is likely to be (Hermann, 2003, pp. 199–200).

Trudeau's personality profile points to an *interpersonal* leadership style, characterized by trust, compromise, and an emphasis on teamwork, portending a conciliatory, cooperative leadership orientation.

Ingroup bias is a view of the world in which one's own group (social, political, ethnic, etc.) holds center stage. There are "strong emotional attachments" to this ingroup and there is an emphasis on the importance of maintaining ingroup identity, honor, culture, status, and security (Hermann, 2003, p. 201).

Personality assessment from Millon's conceptual perspective does not lend itself to inferring ingroup bias, which create the necessity for direct examination of Trudeau's track record in politics. Informal observation in that regard does not provide convincing evidence of significant ingroup bias.

---

[29] Justin Trudeau's score of 5 on MIDC scale 1A (Dominant) — an index of the power motive — compares as follows with U.S. presidents studied at the Unit for the Study of Personality in Politics: Donald Trump, 22 (Immelman & Griebie, 2020); George W. Bush, 11 (Immelman, 2002); Bill Clinton, 7 (Immelman, 1998); Barack Obama, 7 (Immelman, 2010); Joe Biden, 3 (Griebie & Immelman, 2021).

Distrust of others involves "a general feeling of doubt, uneasiness, misgiving, and wariness about others" — an inclination to be suspicious of the motives and actions of others (Hermann, 2003, p. 202).

The absence of distrusting traits (MIDC scale 9) in Trudeau's personality profile, in conjunction with relatively low dominance and a distinct accommodating tendency, indicates a low level of distrust of others.

Composite Profile: Justin Trudeau's Leadership Style as a Function of Responsiveness to Constraints, Openness to Information, and Motivation. Following Hermann (2003), Justin Trudeau's location on the various trait dimensions may be employed to develop a composite leadership trait profile.

Trudeau is classified as relatively low in the belief he can control events and notably low in the need for power, indicating he likely respects constraints — working within those parameters toward goal achievement and placing a high premium on compromise and consensus building (Hermann, 2003, p. 188, Table 8.2).

Trudeau is classified as intermediate, but closer to the high end, in both conceptual complexity and self-confidence, with conceptual complexity likely higher than self-confidence. Thus, as prime minister, Trudeau would tend to be "open and generally more pragmatic and responsive to the interests, needs, ideas, and demands of others" (Hermann, 2003, p. 192).

Trudeau is classified as high in relationship focus, denoting that his attention is more centered around building and maintaining relationships. Furthermore, he is low in ingroup bias and distrust of others, signifying that he does not view the world as a threatening place; that he perceives conflicts as context-specific, to be handled on a case-by-case basis; and that he is cognizant of the fact that he has to deal with practical constraints that limit what he can do, which calls for flexibility of response; and that he is attuned to the possibility that there are international arenas where cooperation with others is feasible — all of which combine to galvanize a focus on taking advantage of opportunities and building relationships (Hermann, 2003, p. 198, Table 8.4; p. 200, Table 8.5).

As a leader who respects constraints, is open to information, and is motivated primarily by a relationship focus, Trudeau fits Hermann's profile of the *collegial* leadership style, where the "focus of attention is on reconciling differences and building consensus — on gaining prestige and status through empowering others and sharing accountability" (Hermann, 2003, p. 185). In her earlier work, Hermann variously employed the labels *accommodative* (1999/2002) and *mediator/integrator* (1987) for this particular role orientation.

As a collegial (accommodative, mediator/integrator) chief executive, Trudeau's *view of the world* is likely characterized by a perception that problems among nations "can be resolved through third-party politics and that one's nation (and oneself) can gain prestige by playing a 'good Samaritan' or peacemaker role" (Hermann, 1987, p. 168).

As a collegial leader, Trudeau's *personal political style* is generally that of a "good listener" with the ability "to see both sides of issues"; a "willingness to 'take a back seat' in the policymaking process, having an impact without seeming to control or to interfere with others"; and a preference for using "consensus-building and group maintenance techniques" (Hermann, 1987, p. 169).

Finally, the *foreign policy* behavior of collegial leaders is "generally positive in tone" and "principally diplomatic in nature," with "extensive activity in international and regional organizations" and engagement "in collaborative activities with other nations to foster … mutual trust and understanding" (Hermann, 1987, p. 169).

Conclusion

In conclusion, the present study offers an empirically based personological framework for inferring Justin Trudeau's major personal strengths and limitations and anticipating his likely leadership style as prime minister. The major implication of the results is the inference that, despite elements of the dauntless and dominant patterns, due to Trudeau's strong impression management tactics and desire to be liked, the general tenor of the Trudeau prime ministership will likely remain conciliatory. Trudeau's interpersonal leadership style is also likely to contribute to an atmosphere of teamwork and collaboration, facilitated by an outgoing, sociable personal political style geared to consensus-building and group maintenance.

References

American Psychiatric Association. (1987). *Diagnostic and statistical manual of mental disorders* (3rd ed., rev). Washington, DC: Author.

American Psychiatric Association. (1994). *Diagnostic and statistical manual of mental disorders* (4th ed.). Washington, DC: Author.

American Psychiatric Association. (2013). *Diagnostic and statistical manual of mental disorders* (5th ed.). Washington, DC: Author.

Apology's nice, but investigation required [Editorial]. (2020, July 16). *Winnipeg Free Press*. https://www.winnipegfreepress.com/opinion/editorials/apologys-nice-but-investigation-required-571792172.html

Ashifa, K. (2019, August 22). Justin Trudeau: The rise and fall of a political brand. *The Guardian*. https://www.theguardian.com/world/2019/aug/22/justin-trudeau-the-rise-and-fall-of-a-political-brand

Barber, J. D. (1992). *The presidential character: Predicting performance in the White House* (4th ed.). Prentice Hall. (Originally published 1972)

Costa, P. T., Jr., & McCrae, R. R. (Eds.). (1985). *The NEO Personality Inventory manual*. Psychological Assessment Resources.

Etheredge, L. S. (1978). Personality effects on American foreign policy, 1898–1968: A test of interpersonal generalization theory. *American Political Science Review*, *72*(2), 434–451.

Gormley, J. (2015, October 23). PM Justin Trudeau hard-working and disciplined [Opinion]. *Regina Leader-Post*. https://leaderpost.com/opinion/columnists/gormley-pm-justin-trudeau-hard-working-and-disciplined

Greenstein, F. I. (1992). Can personality and politics be studied systematically? *Political Psychology*, *13*(1), 105–128. https://doi.org/10.2307/3791427

Griebie, A., & Immelman, A. (2021, July). *The personality profile and leadership style of U.S. president Joe Biden*. Paper presented at the 44th Annual Scientific Meeting of the International Society of Political Psychology, July 11–13, 2021 (virtual conference). https://digitalcommons.csbsju.edu/psychology_pubs/132/

Gyarmati, S. (2018, August 5). More than just an ordinary PM, Trudeaumania comes to Delta. *Delta Optimist*. https://www.delta-optimist.com/news/more-than-just-an-ordinary-pm-trudeaumania-comes-to-delta-1.23390753

Hermann, M. G. (1987). Assessing the foreign policy role orientations of sub-Saharan African leaders. In S. G. Walker (Ed.), *Role theory and foreign policy analysis* (pp. 161–198). Duke University Press.

Hermann, M. G. (2002, November 13). *Assessing leadership style: A trait analysis*. Social Science Automation, Inc. (Revised; originally published November 1999) https://socialscience.net/docs/LTA.pdf

Hermann, M. G. (2003). Assessing leadership style: Trait analysis. In J. M. Post (Ed.), *The psychological assessment of political leaders: With profiles of Saddam Hussein and Bill Clinton* (pp. 178–212). University of Michigan Press.

Immelman, A. (1993). The assessment of political personality: A psychodiagnostically relevant conceptualization and methodology. *Political Psychology*, *14*(4), 725–741. https://doi.org/10.2307/3791383

Immelman, A. (1998). The political personalities of 1996 U.S. presidential candidates Bill Clinton and Bob Dole. *The Leadership Quarterly*, *9*(3), 335–366. https://doi.org/10.1016/S1048-9843(98)90035-2

Immelman, A. (2002). The political personality of U.S. president George W. Bush. In L. O. Valenty & O. Feldman (Eds.), *Political leadership for the new century: Personality and behavior among American leaders* (pp. 81–103). Praeger.

Immelman, A. (2003). Personality in political psychology. In I. B. Weiner (Series Ed.), T. Millon & M. J. Lerner (Vol. Eds.), *Handbook of psychology: Vol. 5. Personality and social psychology* (pp. 599–625). Wiley.

Immelman, A. (2005). Political psychology and personality. In S. Strack (Ed.), *Handbook of personology and psychopathology* (pp. 198–225). Wiley.

Immelman, A. (2010, July). *The political personality of U.S. president Barack Obama*. Paper presented at the 33rd Annual Scientific Meeting of the International Society of Political Psychology, San Francisco, July 7–10, 2010. http://digitalcommons.csbsju.edu/psychology_pubs/25/

Immelman, A. (2014). *Millon inventory of diagnostic criteria manual* (3rd ed., rev.). Unpublished manuscript, Unit for the Study of Personality in Politics, College of St. Benedict and St. John's University, St. Joseph and Collegeville, MN.

Immelman, A. (2015). *Millon inventory of diagnostic criteria* (3rd ed., rev.). Unpublished research scale, Unit for the Study of Personality in Politics, College of St. Benedict and St. John's University, St. Joseph and Collegeville, MN.

Immelman, A. (2016, October). *The political personality of 2016 Republican presidential nominee Donald J. Trump*. Paper presented at the 41st Annual Scientific Meeting of the International Society of Political Psychology, San Antonio, TX, July 4–7, 2018. http://digitalcommons.csbsju.edu/psychology_pubs/103/

Immelman, A., & Griebie, A. (2020, July). *The personality profile and leadership style of U.S. president Donald J. Trump in office*. Paper presented at the 43rd Annual Scientific Meeting of the International Society of Political Psychology, Berlin, Germany, July 14–16, 2020 (virtual conference). http://digitalcommons.csbsju.edu/psychology_pubs/129/

Immelman, A., & Millon, T. (2003, June). *A research agenda for political personality and leadership studies: An evolutionary proposal*. Unpublished manuscript, Unit for the Study of Personality in Politics, St. John's University and the College of St. Benedict, Collegeville and St. Joseph, MN. Digital Commons. http://digitalcommons.csbsju.edu/psychology_pubs/124/

Leary, T. (1957). *Interpersonal diagnosis of personality: A functional theory and methodology for personality evaluation*. Ronald Press.

Memo to Justin Trudeau: End Parliament's time in quarantine, now [Editorial]. (2020, June 10) *The Globe and Mail*. https://www.theglobeandmail.com/opinion/editorials/article-memo-to-justin-trudeau-end-parliaments-time-in-quarantine-now/

Millon, T. (1969). *Modern psychopathology: A biosocial approach to maladaptive learning and functioning*. W. B. Saunders. (Reprinted 1985 by Waveland Press, Prospect Heights, IL)

Millon, T. (1986a). A theoretical derivation of pathological personalities. In T. Millon & G. L. Klerman (Eds.), *Contemporary directions in psychopathology: Toward the DSM-IV* (pp. 639–669). Guilford.

Millon, T. (1986b). Personality prototypes and their diagnostic criteria. In T. Millon & G. L. Klerman (Eds.), *Contemporary directions in psychopathology: Toward the DSM-IV* (pp. 671–712). Guilford.

Millon, T. (1990). *Toward a new personology: An evolutionary model*. Wiley.

Millon, T. (1991). Normality: What may we learn from evolutionary theory? In D. Offer & M. Sabshin (Eds.), *The diversity of normal behavior: Further contributions to normatology* (pp. 356–404). Basic Books.

Millon, T. (with Weiss, L. G., Millon, C. M., & Davis, R. D.). (1994). *Millon Index of Personality Styles manual*. Psychological Corporation.

Millon, T. (with Davis, R. D.). (1996). *Disorders of personality: DSM-IV and beyond* (2nd ed.). Wiley.

Millon, T. (2003). Evolution: A generative source for conceptualizing the attributes of personality. In I. B. Weiner (Series Ed.), T. Millon & M. J. Lerner (Vol. Eds.), *Handbook of psychology: Vol. 5. Personality and social psychology* (pp. 3–30). Wiley.

Millon, T., & Davis, R. D. (1998). Ten subtypes of psychopathy. In T. Millon, E. Simonsen, M. Birket-Smith, & R. D. Davis (Eds.), *Psychopathy: Antisocial, criminal, and violent behavior* (pp. 161–170). Guilford.

Millon, T., & Davis, R. D. (2000). *Personality disorders in modern life*. Wiley.

Millon, T., & Everly, G. S., Jr. (1985). *Personality and its disorders: A biosocial learning approach*. Wiley.

Murphy, R. (2014, February 27). *Conventions, coalitions and conservatives* [Opinion]. CBC News: The National. https://youtu.be/Hr735Zprq9I

Murphy, R. (2019, December 6). A week of two speeches – one dreary, the other dreadfully juvenile [Opinion]. *The National Post*. https://nationalpost.com/opinion/rex-murphy-a-week-of-two-speeches-one-dreary-the-other-dreadfully-juvenile

Oldham, J. M., & Morris, L. B. (1995). *The new personality self-portrait* (Rev. ed.). Bantam Books.

Renshon, S. A. (1996). *The psychological assessment of presidential candidates*. New York University Press.

Simonton, D. K. (1988). Presidential style: Personality, biography, and performance. *Journal of Personality and Social Psychology*, *55*(6), 928–936. https://doi.org/10.1037/0022-3514.55.6.928

Slaughter, G. (2019, October 15). *Trudeau jokingly tells crying baby: 'You're just jealous of my eyebrows.'* CTV News. https://election.ctvnews.ca/trudeau-jokingly-tells-crying-baby-you-re-just-jealous-of-my-eyebrows-1.4639295

Strack, S. (1991). *Personality Adjective Check List manual* (rev.). 21st Century Assessment.

Strack, S. (1997). The PACL: Gauging normal personality styles. In T. Millon (Ed.), *The Millon inventories: Clinical and personality assessment* (pp. 477–497). Guilford.

Teeman, T. (2017, June 5). Justin Trudeau's relentless flirtation with the world. *The Daily Beast*. https://www.thedailybeast.com/justin-trudeaus-relentless-flirtation-with-the-world

Tejada, C. (2013, April 3). Justin Trudeau style: His hair evolution. *The Huffington Post Canada*. https://www.huffingtonpost.ca/2013/04/03/justin-trudeau-hair_n_3008427.html

Trudeau, J. (2014). *Common ground.* HarperCollins.

Trudeau takes conciliatory tone in address to caucus. (2020, January 23). *iPolitics*. https://ipolitics.ca/2020/01/23/evening-brief-trudeau-takes-conciliatory-tone-in-address-to-caucus/

Wente, M. (2019, January 4). Why Trudeau might lose. *The Globe and Mail*. https://www.theglobeandmail.com/opinion/article-mr-trudeaus-many-millstones/

Appendix

MIDC Score Sheet for Justin Trudeau

Subject: *Justin Trudeau*   Date: *June 2021*

Millon Inventory of Diagnostic Criteria
Score Sheet

Attribute	1A			1B			2			3			4			5A			5B			6			7			8			9		10		Attribute tally	
	a	b	c	a	b	c	a	b	c	a	b	c	a	b	c	a	b	c	a	b	c	a	b	c	a	b	c	a	b	c	d	e	d	e	Min	Max
A	①	②	X	①	(2)	X	①	②	X	①	②	/	①	/	X	X	X	X	①	(2)	X	①	/	X	/	X	X	X	X	X	X	X	X	X	10	12
B	(1)	X	X	①	②	/	①	/	X	①	②	③	①	/	X	/	X	X	(1)	X	X	/	X	X	(1)	(2)	X	X	X	X	X	X	X	X	7	11
C	①	/	X	/	X	X	/	②	X	①	②	X	①	X	X	X	X	X	/	X	X	①	②	X	/	X	X	X	X	X	X	X	X	X	7	7
D	(1)	/	X	①	X	X	①	②	X	①	②	③	①	/	X	X	X	X	/	X	X	X	X	X	/	X	X	X	X	X	X	X	X	X	6	8
E	①	/	/	(1)	/	X	/	X	X	①	②	③	①	/	/	X	X	X	X	X	X	①	X	X	X	X	X	X	X	X	X	X	X	X	5	7
Scale score (lower)	3	2	0	3	2	0	3	6	0	5	10	3	5	0	0	0	0	0	1	0	0	3	2	0	0	0	0	0	0	0	0	0	0	0		
	5			5			9			18			5			0			1			5			0			0			0		0			
Scale score (upper)	5	2	0	4	4	0	3	6	0	5	10	9	5	0	0	0	0	0	2	2	0	3	2	0	1	2	0	0	0	0	0	0	0	0		
	7			8			9			24			5			0			4			5			3			0			0		0			
F	3			3			3			3			3			3			3			3			3			3			4		4			
G	3			3			3			3			3			3			3			3			3			3			4		4			
H	3			3			3			3			3			3			3			3			3			3			4		4			

Copyright © 2020 by Unit for the Study of Personality in Politics

O = Affirmative
( ) = Equivocal/Affirmative

X = Negative
∕ = Equivocal/Negative